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Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

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June 2, 2016

To: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
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Fifth District

### **DEPLOYMENT STRATEGY/PLAN TO INCREASE PATROL SERVICES IN THE UNINCORPORATED AREAS (ITEM NO. 50, AGENDA OF APRIL 12, 2016)**

On April 12, 2016, the Board directed the Chief Executive Office (CEO) to report back during Fiscal Year (FY) 2016-17 Final Changes Budget with a deployment strategy/plan to increase patrol deputies in the unincorporated areas (UA). Further, the Board requested that the Sheriff's Department (Department) deployment strategy/plan give substantial weight to the areas with the highest crime rates understanding that the Department must prioritize deployment based on a number of factors including response times, workload, geographic terrain, and other factors.

### **Background**

On September 29, 2015, during FY 2015-16 Supplemental Budget, the Board approved a motion directing the Chief Executive Officer to report back with the necessary funds, which could be set aside in Provisional Financing Uses (PFU), to implement Phase II of UA patrol services (consisting of 56 deputies) at such time that the Department is able to increase patrol services in the UA. Accordingly, the CEO set aside funding in PFU for this purpose as part of the FY 2016-17 Recommended Budget.

The Department has recently reviewed Phase II of UA patrol services to determine whether any adjustments should be made and concluded that the 56 deputies are still required in order to meet the public safety needs in the UA. However, given the existing vacancies in the Department, particularly in custody operations, and the length of time it

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takes to recruit and hire sworn personnel, the Department is proposing to implement a deployment plan on a phased-in approach.

### **Deployment Strategy/Implementation Plan**

Using the criteria requested by the Board, the Department consulted with Station Commanders and Department Executives regarding the deployment of deputies assigned to the UA. After further consideration, the Department has agreed to provide substantial weight to the areas with the highest crime rates. The Department also considered, as recommended in the Board motion, response times, geographic terrain and workload to assist in developing the most effective deployment schedule for the UA. In addition, variables such as the number of homicides, gang-related shootings, and assaults, including the deployment of Summer Crime Enforcement Program deputies in the area, were considered.

Based on the aforementioned, the Department proposes the following Deployment/Implementation Plan:

<b>Deputy Sheriff Movement</b>			
<b>Movement Date</b>	<b>Number of Deputies</b>	<b>Station</b>	<b>Supervisory District</b>
07/03/16	2	East Los Angeles	First
09/25/16	2	Santa Clarita	Fifth
11/06/16	2	Century	First and Second
01/29/17	2	Malibu/Lost Hills	Third and Fifth
04/16/17	2	Industry	First and Fourth
06/13/17	2	Crescenta Valley	Fifth

Effective July 3, 2016, the Department proposes deploying a minimum of 12 deputies (assigned to a 40-hour work week, with no relief) to six different stations. The deployment will assign two deputies to a patrol station every other month, following predetermined deputy transfer dates. According to the Department, this deployment plan was primarily based on 2015 data; however preliminary data from 2016 was also reviewed. The sworn personnel vacancies will be monitored continuously and as the situation improves, the Department will consider adding deputies consistent with the Department's UA Assessment of 2014 – Phase II Deployment Plan.

UA Personnel Staffing charts are included providing a side-by-side comparison between 2014 versus 2015, and 2015 versus 2016 (Attachments I and II).

The Department has also provided the following quantitative data:

- Part I and II crimes per station (Attachment III);
- Response times per station (Attachment IV); and
- Calls per deputy (Attachment V).

These factors were ranked from 1 (highest number of crimes, response times, and/or calls) to 20 (lowest number of crimes, response times, and/or calls). A matrix that reflects deployment of Summer Crime Enforcement Program deputies was also provided (Attachment VI) as this program serves the UA; a factor that should also be considered.

While the Department is committed to this deployment plan, the data used to develop the plan is dynamic. If crime patterns, response times, workload or personnel significantly change, modifications to the plan may be required. The Department will brief each Board Office's respective Field Deputies prior to any such modifications.

### **Costs/Financing**

The estimated cost for the deployment of 12 deputies, on a phased-in basis, is \$1.447 million in FY 2016-17. As part of the FY 2016-17 Recommended Budget, one-time funding has been set aside in PFU for this program.

### **Options**

- A. Transfer \$1.447 million in one-time funds from PFU to the Department's budget to offset FY 2016-17 costs. At the end of the fiscal year, the Department will return to the Board with a request to fund the subsequent years.
  - If Option A is selected, the Department will deploy 12 deputies, on an overtime basis, as funding is one-time in nature. In addition, the deployment would be considered a temporary enhancement to the UA.
- B. Transfer \$1.447 million in one-time funds from PFU to the Department's budget to offset the salary and employee benefits of 12 deputies, services and supplies, and equipment costs required in FY 2016-17. The Department will require an estimated \$3.406 million in ongoing and \$491,000 in one-time funds for a total of \$3.897 million in FY 2017-18 to continue the program.

- If Option B is selected, the CEO will need to identify an ongoing funding source for the 12 deputies, inclusive of a relief factor, as part of FY 2017-18 Recommended Budget.

### **CEO Recommendation**

In order to meet the public safety needs of the UA, the CEO recommends Option B. Option B not only ensures continuity of service, but provides the Department with the required ongoing resources it needs to reduce response times and provide officer visibility in the community, which is an effective deterrent to criminal activity. In addition, the Department is committed to staffing UA Patrol upon availability of funds.

### **Conclusion**

Going forward, it is further recommended that the Department provide the Board with a year-end status report on the Department's Sworn Vacancies beginning with FY 2016-17. At that time, the Board can consider adding deputies to the UA consistent with the Department's UA Assessment of 2014 – Phase II Deployment Plan.

SAH:JJ:SW  
JV:cc

### **Attachments**

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff

## 2014/2015 UA Personnel Staffing

North Patrol Division	DSG/B-1 Patrol UA		
Station	2014	2015	Difference
Lancaster	28.18	33.18	5
Malibu/Lost Hills	8.92	11.92	3
Palmdale	29.75	34.75	5
Santa Clarita	30.34	33.34	3
West Hollywood*	16.30	24.30	8
<b>Total:</b>	<b>113.49</b>	<b>137.49</b>	<b>24</b>

Central Patrol Division	DSG/B-1 Patrol UA		
Station	2014	2015	Difference
Avalon	2.33	4.33	2
Century	87.70	91.70	4
Compton	27.23	29.23	2
East Los Angeles	53.79	56.79	3
Marina Del Rey	38.00	41.00	3
South Los Angeles	58.35	60.35	2
<b>Total:</b>	<b>267.40</b>	<b>283.4</b>	<b>16</b>

South Patrol Division	DSG/B-1 Patrol UA		
Station	2014	2015	Difference
Carson	23.16	30.16	7
Cerritos	0.00	0.00	0
Lakewood	0.12	0.12	0
Lomita	2.30	2.30	0
Norwalk	22.98	25.98	3
Pico Rivera	18.62	20.62	2
<b>Total:</b>	<b>67.18</b>	<b>79.18</b>	<b>12</b>

East Patrol Division	DSG/B-1 Patrol UA		
Station	2014	2015	Difference
Altadena	26.31	29.31	3
Crescenta Valley	13.29	16.29	3
Industry	47.35	51.35	4
San Dimas	34.47	38.47	4
Temple	25.81	29.81	4
Walnut	23.18	26.18	3
<b>Total:</b>	<b>170.41</b>	<b>191.41</b>	<b>21</b>

<b>Department Totals</b>	<b>618.48</b>	<b>691.48</b>	<b>73</b>
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\* West Hollywood UA received six additional deputy items due to the Universal CityWalk annexation project effective September 1, 2015.

## 2015/2016 UA Personnel Staffing

North Patrol Division		DSG/B-1 Patrol UA	
Station	2015	2016	Difference
Lancaster	33.18		33.18
Malibu/Lost Hills	11.92	2.00	13.92
Palmdale	34.75		34.75
Santa Clarita	33.34	2.00	35.34
West Hollywood*	24.30		24.30
<b>Total:</b>	<b>137.49</b>	<b>4</b>	<b>141.49</b>

Central Patrol Division		DSG/B-1 Patrol UA	
Station	2015	2016	Difference
Avalon	4.33		4.33
Century	91.70	2.00	93.70
Compton	29.23		29.23
East Los Angeles	56.79	2.00	58.79
Marina Del Rey	41.00		41.00
South Los Angeles	60.35		60.35
<b>Total:</b>	<b>283.4</b>	<b>4</b>	<b>287.4</b>

South Patrol Division		DSG/B-1 Patrol UA	
Station	2015	2016	Difference
Carson	30.16		30.16
Cerritos	0.00		0.00
Lakewood	0.12		0.12
Lomita	2.30		2.30
Norwalk	25.98		25.98
Pico Rivera	20.62		20.62
<b>Total:</b>	<b>79.18</b>	<b>0</b>	<b>79.18</b>

East Patrol Division		DSG/B-1 Patrol UA	
Station	2015	2016	Difference
Altadena	29.31		29.31
Crescenta Valley	16.29	2.00	18.29
Industry	51.35	2.00	53.35
San Dimas	38.47		38.47
Temple	29.81		29.81
Walnut	26.18		26.18
<b>Total:</b>	<b>191.41</b>	<b>4</b>	<b>195.41</b>

<b>Department Totals</b>	<b>691.48</b>	<b>12</b>	<b>703.48</b>
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2015 Part I and Part II Crimes		
Stations	Part 1 & Part II Crimes per Deputy	Part I & Part II Crimes Rank
East Los Angeles	54.12	1
Norwalk	45.872	2
South Los Angeles	43.552	3
Industry	42.666	4
Century	39.138	5
Pico Rivera	37.83	6
Walnut	34.556	7
Santa Clarita	33.368	8
Temple	31.786	9
Lost Hills/Malibu	30.6	10
Carson	29.026	11
Altadena	27.912	12
Compton	23.752	13
Marina del Rey	20.662	14
Palmdale	20.14	15
Crescenta Valley	19.704	16
Lancaster	18.62	17
San Dimas	18.366	18
West Hollywood*	8.922	19
Avalon*	2.632	20

Part I and Part II Crimes - Ranked from 1 (highest number of crimes handled per deputy to 20 (least number of crimes handled per deputy).

\*Due to the unique dispatching communication component at Avalon and West Hollywood stations, both stations are considered as outliers. They do not get dispatched to calls in the same ways as the other stations, because a majority of their deployments are foot beats, so when a deputy gets a call on a foot beat they do not have MDC computers with them, so in most cases they have to manually input the time of calls, which is different than the other stations. Also in West Hollywood, some calls for service are generated by citizens sharing information with a security guard that has a Sheriff's radio, so deputies respond to the call and then go back later and enter the estimated times that generate response times.



2015 Response Time		
Stations	Emergent Response Time	Emergent Response Time Rank
Crescenta Valley	9.8	1
Lost Hills/Malibu	9.8	2
West Hollywood*	9.8	3
Palmdale	9.3	4
Lancaster	8.6	5
Santa Clarita	7.7	6
San Dimas	6.9	7
Marina del Rey	5.9	8
Temple	5.5	9
Compton	4.7	10
Carson	4.6	11
Industry	4.6	12
Century	4.3	13
Walnut	4.2	14
East Los Angeles	4.1	15
Norwalk	4	16
Pico Rivera	4	17
South Los Angeles	3.7	18
Altadena	3.5	19
Avalon*	0	20

Emergent Response Time - Ranked from 1 (longest response time to location) to 20 (shortest response time to location).

\*Due to the unique dispatching communication component at Avalon and West Hollywood stations, both stations are considered as outliers. They do not get dispatched to calls in the same ways as the other stations, because a majority of their deployments are foot beats, so when a deputy gets a call on a foot beat they do not have MDC computers with them, so in most cases they have to manually input the time of calls, which is different than the other stations. Also in West Hollywood, some calls for service are generated by citizens sharing information with a security guard that has a Sheriff's radio, so deputies respond to the call and then go back later and enter the estimated times that generate response times.



2015 Calls for Service		
Stations	Calls for Service per Deputy	Calls for Service Rank
Norwalk	666.9	1
Temple	653.67	2
East Los Angeles	630.92	3
Industry	590.59	4
Altadena	454.45	5
Walnut	418.37	6
Pico Rivera	415.71	7
South Los Angeles	412.23	8
Carson	379.01	9
Lancaster	361.75	10
San Dimas	342.89	11
Century	340.69	12
Santa Clarita	305.22	13
Palmdale	282.33	14
Marina del Rey	279.63	15
Crescenta Valley	278.21	16
Lost Hills/Malibu	276.68	17
Compton	271.09	18
Avalon*	9.47	19
West Hollywood*	6.75	20

Calls for Service - Ranked from 1 (highest volume of calls handled per deputy) to 20 (least number of calls handled per deputy).

\*Due to the unique dispatching communication component at Avalon and West Hollywood stations, both stations are considered as outliers. They do not get dispatched to calls in the same ways as the other stations, because a majority of their deployments are foot beats, so when a deputy gets a call on a foot beat they do not have MDC computers with them, so in most cases they have to manually input the time of calls, which is different than the other stations. Also in West Hollywood, some calls for service are generated by citizens sharing information with a security guard that has a Sheriff's radio, so deputies respond to the call and then go back later and enter the estimated times that generate response times.

## SUMMER CRIME ENFORCEMENT PROGRAM (2016) STATION/UNIT ALLOCATION (FY 16/17)

Fiscal Year: 16/17      Number of Weeks: 10

Station/Unit	DSG Items	B-1 Items	SGT Items	Total Items
Altadena	4	0	1	5
Carson	7	0	1	8
Century	10	0	2	12
Compton	4	0	1	5
Crescenta Valley	1	0	0	1
East Los Angeles	5	0	1	6
Industry	6	0	1	7
Lancaster	5	0	1	6
Lomita	2	0	1	3
Malibu/Lost Hills	2	0	0	2
Marina Del Rey	2	0	0	2
Palmdale	5	0	1	6
Pico Rivera	5	0	1	6
San Dimas	2	0	0	2
Santa Clarita	2	0	0	2
South Los Angeles	8	0	1	9
Temple	4	0	1	5
Walnut	2	0	0	2
West Hollywood	2	0	0	2
Operation Safe Streets	0	2	0	2
<b>Total:</b>	<b>78</b>	<b>2</b>	<b>13</b>	<b>93</b>